



POLICE CAPTAIN

ORIENTATION GUIDE

2004



Personnel

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2004 POLICE CAPTAIN ORIENTATION GUIDE

TABLE OF CONTENTS

Introduction	1
When and where will the examination be held?	1
How is the examination developed?	1
Will all of the work components listed in the guide be included on the examination?	2
What will the examination look like?	3
How will the examination be scored?	4
Is there study material that candidates can use to prepare for the examination?	4
Are there any practice multiple choice questions?	5
What are the correct answers to the practice questions?	6
How is a candidate's seniority score and final score calculated?	7
What is the Department of Personnel's make-up policy?	9
Will make-up candidates take the same examination?	9
Conclusion	10

2004 POLICE CAPTAIN ORIENTATION GUIDE

Introduction

The New Jersey Department of Personnel has prepared this supplemental orientation guide for promotional candidates who will participate in the 2004 Police Captain examination. The information in this booklet and the **Multiple-Choice Exam Orientation Guide** (available via DOP's web site www.state.nj.us/personnel under the Public Safety Exams section) is designed to help candidates better understand the testing process and the types of questions they will encounter on the Police Captain examination. The examination will be designed on the basis of information obtained from a job analysis of the Police Captain position. The examination for promotion to Police Captain will consist of two components: a Written Multiple-Choice Test and an Oral Assessment Exercise. We encourage candidates to carefully review this guide along with the Multiple-Choice Exam Orientation Guide and to take advantage of any and all opportunities to prepare for the examination.

When and where will the examination be held?

The **tentative** date to administer the Police Captain written examination is **October 21, 2004**. However, in the event there are difficulties scheduling the examination for any unforeseen reason, the examination date may change. The test date will be confirmed when candidate examination notices are mailed two to three weeks prior to the test date. The oral assessment portion of the testing process will be held approximately two months following the written exam.

Please note that candidates are NOT PERMITTED to bring phones, pagers, recording devices, etc., into the test center. Possession of one or more of these prohibited devices inside of the examination center may result in disqualification.

In addition, briefcases and other personal items should also be left outside of the test center. The Department of Personnel is not responsible for any personal items. Upon completion of the testing process, candidates must leave the testing premises so that other candidates (still involved in the testing) will not be disturbed/distracted by outside conversations.

You will be notified *at a later date* to appear for the oral component of the Police Captain examination. This second Notification Card will include similar information as that contained in your written examination Notification Card.

How is the examination developed?

A job analysis was conducted to identify the knowledge and abilities that are necessary to perform the job of Police Captain. A job analysis is the process of critically examining job components in order to provide a functional description of a job. As a part of this job analysis, staff from the Department of Personnel visited various police departments throughout the state. They gathered information about the job through interviews and observations of on-the-job activities of incumbent (permanent) Police Captains. Based on this job analysis, several work components were identified. The examination has been developed on the basis of these work components. They include:

2004 POLICE CAPTAIN ORIENTATION GUIDE

Supervise Patrol/Field Work	Supervise Other Than Patrol
Monitor & Safeguard Property	Develop/Evaluate Plans
Conduct Investigations	Deal With Public & Other Agencies
Perform Training	Handle Personnel Matters
Oral Communication	

Will all of the work components listed in the guide be included on the examination?

During the job analysis, senior police personnel ranked each Police Captain work component in terms of its importance. Examination questions will relate to those work components that were determined to be most critical. The following is a brief description of those components that received high importance ratings. Also included is their relative weighting. These weights will be reflected in the content and scoring of the examination.

Total Test Value of Written Component – 80%

Supervise Patrol/Field Work - 43%

Insures proper performance, including paperwork, of patrol personnel; observes the performance of subordinate personnel; etc.

Supervise Other Than Patrol, Monitor & Safeguard Property and Develop/Evaluate Plans- 16%

Determines and initiates corrective action of subordinates; sets time frames for completion of assignments; etc. Insures compliance with procedures regarding safeguarding property; acts as purchasing agent for department; etc. Analyzes statistical reports; develops/implements/monitors plans and procedures to prevent police corruption, to protect VIPs, to meet goals and objectives; etc. Analyzes/evaluates the case folders of investigations; decides on a plan of action for investigations; reports on that status of investigations to Chief/Deputy Chief; etc

Perform Training - 7%

Identifies and decides what instructional needs exist for subordinates; etc.

Handle Personnel Matters - 14%

Makes decisions regarding subordinate requests; resolves personnel conflicts; attempts to motivate subordinates; etc.

Total Test Value of Oral Component – 20%

Oral Communication - 11%

Briefs patrol at roll call; reviews department directives and passes information along; etc. Decides what action/approach to take when dealing with the community at large, private citizens, elected officials and other agencies; etc. Identifies and decides what instructional needs exist for subordinates; etc.

2004 POLICE CAPTAIN ORIENTATION GUIDE

Deal With Public & Other Agencies, Conduct Investigations and Supervise Other Than Patrol – 9%

Decides what action/approach to take when dealing with the community at large, private citizens, elected officials and other agencies; etc. Analyzes/evaluates the case folders of investigations; decides on a plan of action for investigations; reports on that status of investigations to Chief/Deputy Chief; etc.

What will the examination look like?

Written Portion:

In the multiple-choice format, candidates will be provided a question preceded by a statement, a situation, or other stimulus such as a report or a reading passage. Candidates will then be given a series of possible choices to address the situation or question. In answering all questions, candidates are to assume the role of a Police Captain.

Oral Portion:

In the oral portion of the examination, candidates will be presented information about a situation that has occurred/is occurring. Candidates will have to respond orally to questions/instructions regarding the situation. A candidate will present his/her response to an examiner, who will record the process using an audiocassette recorder and a video recorder. At a later point in time, an assessor will review the candidate's audio and videotapes, grade the performance and assign a score.

The administration of the oral assessment exercise will take place within two months following the written examination. It may require that candidates be "sequestered." When a candidate population is large, concerns often arise as to how the entire population can be tested on the same day without compromising the integrity of the examination. The only way that the Department of Personnel can manage this is to hold candidates over after they have been tested in an area apart from non-tested candidates. This prevents the two groups from coming in contact with each other. Usually, this means that all candidates will be at the test center for several hours, even though the actual testing process may only take one hour. In such circumstances, candidates are encouraged to bring non-perishable bag lunches/snacks to the test center. The test center may not have refrigerators, vending machines or any food service available. Candidates' lunches will be collected during the Check-In process and then returned upon completion of the test. Candidates with medical/dietary concerns must provide for their own needs; no one will be permitted to leave the test center until completion of the testing and sequestering processes. Candidates with special situations/ADA concerns must contact our Information Center at (609) 292-8668 upon receipt of their examination notification in order to make requests/discuss special needs.

2004 POLICE CAPTAIN ORIENTATION GUIDE

How will the examination be scored?

Written Portion:

The scoring of the written examination will be based on the number of correct responses. There will be no penalties for wrong answers. That is, points will not be deducted for wrong answers. Therefore, it is in the candidate's best interest to answer all questions. If the answer to a question is not known, the candidate should choose the BEST choice. Candidates should budget their time so that they can respond to all questions within the allotted time.

Oral Portion:

A candidate's score on the oral assessment exercise will be scored based on how well the candidate handles the situation(s) presented to him/her, and how well the candidate communicates orally. A candidate's performance relative to these components will be evaluated using pre-established rating scales developed by Subject Matter Experts in the police field.

Combining Test Scores:

The written examination component is worth 80% of the overall test score; the oral component is worth 20%. After the administration of BOTH the written and oral examination portions, test scores on both of these components shall be combined. A passing score will then be established based upon the combined test score. Those candidates who attain scores at or above the passing point will have their seniority added to their score. The total test score is worth 70% of the final average. A candidate's seniority score is worth 30% of the final average. The "weighted" test and seniority scores are then combined to determine the final average and rank on the eligible list.

Is there study material that candidates can use to prepare for the examination?

The following sources are used by the Department of Personnel to develop test questions. Please note, however, that the development of all test questions may not be restricted to these particular sources.

- Constitution of the United States and Amendments
- Current United States and New Jersey court decisions
- New Jersey Criminal Code 2C, Title 2A, Title 9
- Motor Vehicle and Traffic Laws Title 39
- New Jersey Attorney General Guidelines
- New Jersey School Search Policy Manual

2004 POLICE CAPTAIN ORIENTATION GUIDE

The following source material will be utilized by the Department of Personnel to develop test questions related to Police Supervision and/or Police Management/Administration. A check with publishers prior to this guide being posted indicated sufficient quantities of the titles listed below. *[The Department of Personnel will not be responsible for the quantity of books available.]*

Police Administration – Structures, Processes and Behavior – Sixth Edition
Swanson, Territo, and Taylor – Prentice Hall 2005

Police Administration, Fifth Edition
Cordner, Scarborough and Sheehan – Anderson Publishing Company 2004

Are there any practice multiple-choice questions?

The following four questions are sample questions that are similar to the ones that will appear in your examination (answers are found on page 6):

1. During an investigatory detention by some officers of a person they suspect to be criminally involved in a recent crime, the officers visually inspect the soles of the shoes of the detained person. One of the officers asks, “Does this visual inspection constitute a search which is subject to constitutional protection?” Your reply should be,
 - (a) “Yes, such an inspection is an exploratory investigation which involves prying into hidden places to find that which is concealed.”
 - (b) “No, since there is no constitutional safeguard for what an individual knowingly exposes to the public.”
 - (c) “Yes, since such an inspection infringes on an expectation of privacy that society considers reasonable.”
 - (d) “No, since a person does not have a legitimate expectation of privacy in public places.”
2. A Hispanic female approaches the front desk to file a civilian complaint. The female, who wants to remain anonymous, reports that she saw two police officers use excessive force while making an arrest. She states that a nine-year-old boy witnessed the incident, as well as the victim. Consider the following persons:
 - I. The anonymous source.
 - II. The juvenile.
 - III. The suspect while under arrest.
 - IV. The suspect while in police custody.

Which individual(s) would be permitted to file a complaint?

- (a) I. only.
- (b) II. and III. only.
- (c) III. and IV. only.
- (d) I., II., III. and IV.

2004 POLICE CAPTAIN ORIENTATION GUIDE

3. While on patrol, you observe that an officer does not appear to be at his post. You call the dispatcher and he reports to you that no one has any knowledge of the officer's whereabouts. The officer should be at his assigned post. What action should you take and/or ensure is taken?
- (a) Tell your dispatcher to assign another officer to that post.
 - (b) Try to contact the officer via radio.
 - (c) Inform your Personnel Officer to start the disciplinary process.
 - (d) Inform the Chief of Police.
4. A newlywed officer from another shift tells you that he is experiencing a problem in his marriage and that he has contemplated killing his wife. The officer also explains that his immediate supervisor is on vacation and won't return for another week. What action should you take?
- (a) Refer the officer to his immediate supervisor.
 - (b) Remove the officer from active duty.
 - (c) Counsel the officer even though you are not his immediate supervisor.
 - (d) Inform the officer's wife about his intentions.

What are the correct answers to the practice questions?

The correct answer to sample Question #1 is (b). This is an example of a technical question based on case law. This question is based on the case State of New Jersey v. Bates.

The correct answer to sample Question #2 is (d). Any of the persons listed are PERMITTED to file a complaint, whether they wish to do so or not.

For sample Question #3 the correct answer is (b). Analyze this question from the perspective of a Police Captain and the standpoint of timeliness. As a supervisor, this situation demands action be taken. From the standpoint of timeliness, your first consideration should be the welfare of your officer. Therefore, an attempt should be made to contact him as soon as possible. Responses (a), (c) and (d) are premature actions.

The correct answer to sample Question #4 is (c). Again, consider this question, from the perspective of a Police Captain. The question clearly implies that action is necessary. Response (a) refers the officer to a supervisor who will be away for a week. This is not a practical solution to the officer getting immediate help. Of the remaining choices, (b), (c) and (d), only (c) meets the criteria of being the most immediate response. Also, options (b) and (d) would be premature actions to take; until you have spent time counseling this officer, you don't know how serious a danger he poses.

<p><i>NOTE: These are only sample items. The examination will contain different questions, although similar in structure and content. Answering these sample items correctly does not guarantee you the same success on your examination.</i></p>

2004 POLICE CAPTAIN ORIENTATION GUIDE

How is a candidate's seniority score and final score calculated?

A candidate's final score (and rank) on a New Jersey Department of Personnel Police promotional list consists of two weighted parts: the test score and the seniority score.

The seniority score combines two elements. The first, seniority, is the time from the regular appointment date (of the eligible title) to the closing date of the announcement, minus the time spent on suspensions, layoffs and regular leaves of absence without pay other than military, educational, gubernatorial appointments, personal sick, disability, family, voluntary furlough, furlough extensions and to fill elective office (day for day deduction from length of service). The second element, record of service, adds a maximum of ten points to the seniority score. The ten points are reduced by disciplinary suspensions up to five years from the closing date.

Seniority is weighted at 30% and test score is weighted at 70% for Police Captain promotional examinations. Seniority is combined with the test score to produce the final average score.

CALCULATION OF SENIORITY SCORE

To a base score of 70.000, one point is added for each year of eligible service up to a maximum of 15. The maximum score for the *length of service component* is 85.000.

Ten additional points are given for *record of service*. The *record of service component* is reduced by disciplinary suspensions occurring within five years of the closing date, by the following rules:

.0025 times the number of days suspended, up to three years from the closing date, and
.00125 times the number of days suspended, from 3 years to 5 years from the closing date.

The maximum possible seniority score is 95.000.

EXAMPLE: POLICE CAPTAIN PROMOTIONAL EXAMINATION

Lieutenant Brown was made permanent in the Police Lieutenant title on March 22, 1994.

The closing date for the Police Captain announcement is September 30, 2002.

Brown was suspended for 3 days in 2000, and 2 days in 1998.

Brown's score on the written Police Captain test was 75.125.

2004 POLICE CAPTAIN ORIENTATION GUIDE

TO CALCULATE SENIORITY & FINAL AVERAGE SCORE FOR LIEUTENANT BROWN:

(a)	3-22-94	date of regular appointment
(b)	9-30-02	closing date of announcement
(c)	8 years 6 months 8 days	time from (a) to (b)
(d)	8 years 6 months 3 days	minus 5 suspension days
(e)	No reduction for layoffs or leaves of absences	
(f)	70.000	base seniority
(g)	8 years = 8.000	points for seniority based on years
	183 days = 0.501	months converted to days (30 days per month)
		1 day = .0027397
	8.501	subtotal
(h)	78.501	subtotal (f) + (g) = length of service component
(i)	10.000	added for record of service
(j)	0.0075	3 days suspended within the last 3 years
		times .0025
(k)	0.0025	2 days suspended over 3 years up to 5 years
		times .00125
(l)	9.990	[i - (j + k)] = record of service component
(m)	88.491	(h) + (l) = Brown's total seniority score
(n)	52.6	test score of 75.125 times .70
(o)	26.5473	seniority score (m) times .30
(p)	79.1473	pre-rounded final average = (n) + (o)
(q)	<u>79.147</u>	<u>Brown's Final Average Score</u>

2004 POLICE CAPTAIN ORIENTATION GUIDE

What is the Department of Personnel's make-up policy?

Pursuant to N.J.A.C. 4A: 4-2.9, makeup examinations for public safety promotional examinations may be authorized only in cases of:

- I. Error by the Department of Personnel or appointing authority.
 - II. Death in the candidate's immediate family as evidenced by a copy of the death certificate; or
 - III. Catastrophic injury or illness requiring an extended convalescent period, provided the candidate submits a doctor's certification containing a diagnosis and a statement clearly showing that the candidate's physical condition precluded his or her participation in the examination as well as documentation from the candidate's employer noting the candidate's related leave from work.
- Military leave, which will be handled as stated in NJAC 4A:4-2.9(c).
 - Exoneration from pending disciplinary or criminal charges will be handled as stated in NJAC 4A:4-2.9(d).

If you require a make up examination please call the Make-Up Unit at (609) 292-9467 within 5 days upon receipt of your Notification Card.

Please note that all requests for medical make up examinations must be accompanied by the Department of Personnel's Medical Authorization for Make-Up Examination form completed by the treating physician. The Medical Authorization for Make-Up Examination form can be obtained through the Make-Up Unit.

Will make-up candidates take the same examination?

Because of concerns regarding loss of examination security relating to the illicit discussion and/or dissemination of test content, the make-up examination for this announcement may not be identical to the original examination. That is, it may be very similar to the original examination, matching the content specifications of the original examination as closely as possible. This means that the make-up examination would measure in equal proportion, the same knowledge, skills and/or abilities that will be measured by the original examination. It will also be administered and scored in the same manner as the original examination. If a different examination is used for make-up purposes, make-up candidates may be required to obtain or use resource material for test preparation/study purposes that is particular to the make-up examination.

2004 POLICE CAPTAIN ORIENTATION GUIDE

Conclusion

This orientation guide attempts to familiarize candidates with aspects of the Written Multiple-Choice and Oral Tests, including some suggestions for preparation. The suggestions provided here are not exhaustive – we encourage candidates to engage in whatever additional preparation strategies they believe will enhance their chances of performing effectively on the examination.

Some Additional Information

As part of the evaluation process for this testing program, the written examination may include some supplemental survey or test questions. If included, these will be used for research purposes only. That is, these questions will not affect the candidate's score. The survey questions will address candidate's satisfaction with the examination process.

We hope that this Orientation Guide has been beneficial to you.